

MANAGEMENT AUDIT

of the

CULTURAL AFFAIRS DEPARTMENT

INSTITUTE OF GOVERNMENTAL
STUDIES LIBRARY

SEP 15 1982

UNIVERSITY OF CALIFORNIA

by

Keith Comrie
City Administrative Officer

Released
May, 1982

INSTITUTE OF POLYMER SCIENCE
ST. PETERSBURG

UNIVERSITY OF CALIFORNIA

CITY OF LOS ANGELES

CALIFORNIA

KEITH COMRIE
CITY ADMINISTRATIVE OFFICER



TOM BRADLEY
MAYOR

ROBERT E. CHASE
JOHN R. COOMBS
WILLIAM R. MCCARLEY
JEROME R. SELMER
THOMAS K. SHIELDS
ASSISTANT
CITY ADMINISTRATIVE OFFICERS

May 25, 1982

The Honorable Tom Bradley
Mayor of the City of Los Angeles

The Honorable Council of the
City of Los Angeles

Transmitted herewith is the Report on the Management Audit of the Department of Cultural Affairs. This report was initiated at the request of the General Manager to assist him in evaluating the Department's operations so as to meet current needs of the City.

Recommendations have been made to upgrade the Department's administrative and accounting procedures as well to promote a more coordinative role by the Department in support of cultural activities within the City of Los Angeles.

The General Manager is requested to submit a report within six months detailing progress achieved in implementing recommendations of this report.

The Management Audit of the Department of Cultural Affairs was supervised under my direction by John Coombs, Assistant City Administrative Officer and Wallace F. Brown, Chief Administrative Analyst. Members of the Audit Team were Robert J. Arata, John J. Harris, Raymond P. Summer, and Richard A. Weilein.

Very truly yours,

Keith B. Comrie
City Administrative Officer

KC:WFB:ph

Table of Contents

	Page
A. LETTER OF TRANSMITTAL	i
B. INTRODUCTION	1
C. SUMMARY	4
D. RECOMMENDATIONS	6
E. FINDINGS	
1. Purpose of Department and Evaluation of Performance	9
2. General Administration and Support	12
3. Barnsdall Park Security and Cultural Information Center	16
4. Performances and Exhibitions	17
5. Art Instruction	25
6. Architecture and Cultural Heritage	29
7. Support Groups	32
8. Cultural Affairs in other Cities and Governmental Agencies	34

B. INTRODUCTION


The Cultural Affairs Department was established by ordinance in July, 1980, and includes all of the functions and facilities of the former Department of Municipal Arts and six of the cultural activities transferred from the Department of Recreation and Parks. The Department is under the control and management of a General Manager, appointed by the Mayor, subject to Council confirmation. The Department is organized as is shown in the accompanying organization chart.

The only Charter responsibilities of the Department lie with the Board of Cultural Affairs Commissioners, which is otherwise advisory to the General Manager. Charter Section 165 provides that the design of no building, bridge or other structure to be erected on or over City property shall be adopted unless first approved by the Commission. The Charter further provides that the Commission must approve the proposed acceptance or acquisition of any "work of art" and its location in public buildings, grounds or parks.

Ordinance authority is also provided for a five member Cultural Heritage Board, appointed by the Cultural Affairs Commission, subject to the City Council's approval. This Board is advisory to the Commission and designates historical and cultural monuments in the City and works with civic groups in a program to preserve these monuments. The Board's work is augmented by the Cultural Heritage Foundation, an independent non-profit organization which provides planning support and financial aid in the restoration of historic buildings and sites throughout the City.

The facilities under the Department's responsibility are: the Municipal Art Gallery, Hollyhock House, Gallery Theater, Junior Arts Center and the Barnsdall Arts and Crafts Center which are all located at Barnsdall Park; the towers of Simon Rodia and the Watts Towers Arts Center located in Watts; the William Grant Still Community Arts Center located in the West Adams area; McGroarty Arts Center located in the Tujunga area; the Los Feliz Performing Arts Center in Griffith Park; the Photography Centers near MacArthur Park and in Encino and San Pedro; and the Triforium located in the Los Angeles Mall.

The Department conducts and sponsors continuous art exhibitions and community art events. Arts and crafts instruction classes are provided at the Junior Arts Center and the Barnsdall Arts and Crafts Center as well as in the several community centers.



Digitized by the Internet Archive
in 2024 with funding from
State of California and California State Library

<https://archive.org/details/C124895358>

Under the performing arts activities of the Department, youth and adult choruses and community sings are conducted; band concerts are held; special programs for presentation in concert halls and through broadcasting media are prepared; and annual song festivals and an annual youth voice contest are held. Also, instruction is given in drama, music and dance for the presentation of theatrical productions.

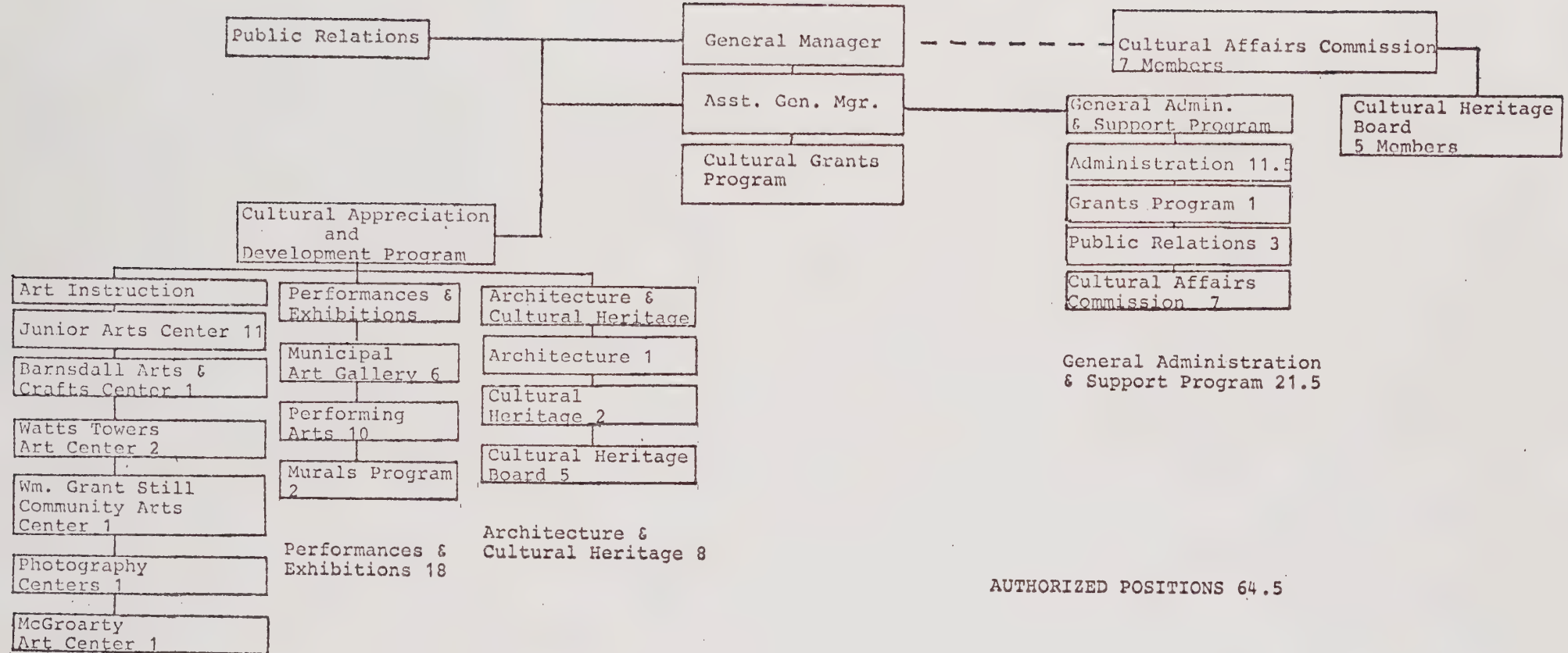
The Cultural Affairs Commission reviews and advises the Mayor and Council concerning the distribution of approximately one quarter million dollars in grants to various nonprofit cultural organizations throughout the City. These funds assist these organizations in bringing a full variety of cultural offerings to the people of Los Angeles.

The 1981-82 budget provides the Department with \$2,178,695 for the direct cost of operations and allocates \$492,090 for related costs provided by other City bureaus and departments for a total cost of operations of \$2,670,785. Fifty-two full-time positions and twelve Commission members are provided in 1981-82.

This Management Audit was requested by the General Manager. The complete cooperation of the Cultural Affairs Commission, the Cultural Heritage Board, the General Manager and employees of the Department is gratefully acknowledged. We also wish to acknowledge assistance provided to us by various governmental entities in Boston, Chicago, Dallas, New York, San Francisco, San Diego, St. Louis, the County of Los Angeles, and the Los Angeles City Department of Recreation and Parks.

The General Manager has reviewed this report.

CULTURAL AFFAIRS



General Administration
& Support Program 21.5

AUTHORIZED POSITIONS 64.5

Art Instruction 17

C. SUMMARY

The Department of Cultural Affairs' primary efforts currently involve the providing of instruction in the arts, including painting, drawing, sculpture, ceramics, photography, movie making and various arts and crafts; conducting and sponsoring art exhibitions; and instructing and presenting productions in music, drama, and dance. The staff performing and supporting these activities are highly qualified, enthusiastic people who enjoy their work and are offering the citizens of Los Angeles high quality programs.

Although the Department is doing a commendable job in providing instruction in the arts, with the limited funds provided, this effort is not the major emphasis indicated in the Ordinance as the purpose of the Department. The emphasis of the ordinance is for the Department to cooperate and coordinate with the public and private sector in developing and providing cultural activities in the City of Los Angeles.

The Department is performing well in its administration of the City grants program which distributed \$273,000 to 79 art agencies Citywide in 1981-82. A commendable job is also done in the Department's program of historic preservation of buildings and sites and its program for architectural approval for aesthetic design of public facilities.

However, administrative problems have plagued the newly constituted Department from the time it was formed in July, 1980, and the historic development of the Department has brought together a number of individual entities, each having its own parochial perspective. The problems have increased, due in part to the fact that a rather small Municipal Arts Department absorbed six activities from the Department of Recreation and Parks without any increase in central administrative support staff. High turnover in the one accountant position and the lack of adequate administrative controls and direction, budgetary controls and inadequate communication channels have compounded this situation.

Recommendations therefore are made to upgrade Departmental administration by improving accounting resources, staff training and direction, and by installing modern communication devices. Recommendations are also made to encourage the highly qualified staff of the Department to play a broader role in the planning process.

Over the past several years, budget reductions have limited the number of cultural programs being offered and the

Department is reaching only a small portion of the City's population in the operation of its Cultural Centers. Since it appears that the budget situation will not significantly improve in the foreseeable future, the probability of reattaining the previous levels of programming under the current mode of operation is remote. Therefore, this Audit recommends that the Department increase its effort to involve the private sector and other public agencies in a greater role in the planning, funding and production of cultural programs throughout the City.

D. RECOMMENDATIONS

That the General Manager:

1. Initiate measures to improve departmental administrative services by (a) defining the duties and responsibilities of departmental personnel, (b) developing a roster and a regularly prepared status report of grants reviewed and administered by the Cultural Affairs Department, (c) improving inventory controls on equipment and City owned works of art, (d) investigating the feasibility of utilizing a word processor, and (e) installing an improved telephone system.
2. Take the following actions to improve accounting and fiscal procedures throughout the Department.
 - a) Initiate actions to employ a Senior Accountant position and withhold employing a Junior Administrative Assistant position.
 - b) Organize an accounting section under the supervision of the Senior Accountant who would report directly to the Assistant General Manager.
 - c) Assign to the Senior Accountant full responsibility and authority for all accounting and directly related administrative procedures including but not limited to:
 - i) Establishing and maintaining accounting ledgers necessary to prepare accurate and timely budgetary control data and reports for the 12 cost centers.
 - ii) Establishing procedures throughout the Department to assure the timely processing and payment of bills to vendors and part time employees, and for the preparation of the payroll.
 - iii) Preparing clear and concise written instructions concerning procedures to be used in collecting monies, issuing General Form 30 receipts, and making proper deposits in the City Treasury.

- iv) Establishing and maintaining job cost ledgers to accumulate total costs for each of the grants.
 - d) Request the Controller to establish a new departmental grant fund to be used solely for the deposit of all grant receipts from grantor agencies and for expenditures thereof.
 - e) Request the Controller to restructure the General Fund Receipts Ledger to provide for accumulation of fees by cost center, identical to the cost center categories used to account for budgetary funds expenditures.
3. Investigate potential sources of funds for the renovation of the Hollyhock Carriage House in order to provide an information center, a gift shop, a base station for security services and a refreshment stand.
 4. Cultivate the role of cooperation with the private sector, and interested support groups to encourage them to take a greater role in planning, funding, and implementation of cultural programs. Special agreements should be developed to define the degree of participation and financial arrangements.
 5. Cultivate the role of cooperation with other public agencies, such as the Community Development Department, the County of Los Angeles and educational institutions to encourage their participation in the planning and implementing mutual cultural programs within the City.
 6. Increase the ongoing coordination with the Department of Recreation and Parks to maximize the use of their facilities and resources in providing cultural programs throughout the City.
 7. Take the necessary steps to improve communications between management, staff and support groups.
 8. To the extent practicable, initiate fees or charges for instructional classes given by the Department in order to place such classes and performances on a self-sustaining basis.

9. Develop guidelines for the use of the music mobile and develop a fee schedule for its use by qualified private groups.
10. Encourage the staff of the Municipal Art Gallery to increase its efforts to exhibit a more comprehensive selection of art which will appeal to a wider spectrum of the population and develop a wider base of citizen support.
11. Encourage the mid-management and supervisory personnel to take a more active role in the planning of departmental operations.
12. Annually update short-term, intermediate and long-term operating plans to achieve Departmental goals and objectives, and review plans with the Commission, Mayor and Council.

E. FINDINGS

1. Purposes of the Department and Evaluation of Performance

In January, 1978, the Mayor's Advisory Committee on Cultural Affairs submitted a report which proposed goals and objectives for a cultural program for the City of Los Angeles and recommended that a Department of Cultural Affairs be established.

The creating ordinance adopted by the City Council states the purpose of the Department and includes goals and objectives very similar to those recommended by the Mayor's Advisory Committee. Listed below are these goals and our evaluation of the Department's performance to achieve them.

The ordinance states that "The Department of Cultural Affairs shall strengthen the quality of life in the City of Los Angeles by stimulating and supporting cultural activities and ensuring access to such activities for residents and visitors to the City. To fulfill the above, the Department shall:

- (1) Administer such cultural, historic or scientific programs as may be assigned to it in this ordinance and by any ordinance adopted subsequent to the operative date of this chapter.

CAO conclusion: Improvement needed in the cultural area.

- (2) Administer a program of grant support to arts organizations.

CAO conclusion: Administered effectively.

- (3) Cooperate with the private sector in technical services to cultural organizations and artists.

CAO conclusion: The General Manager has contacted numerous arts and community leaders to initiate needed improvement in this area.

- (4) Coordinate the efforts of other City Agencies that affect cultural activities, policy, or planning.

CAO conclusion: Efforts are being made to increase coordination with other agencies.

- (5) Develop an appropriate relationship between the City and other public and private organizations having similar interests and responsibilities.

CAO conclusion: Efforts to achieve the improvement needed in this area have been increased.

- (6) Encourage, and approve the development of aesthetic design in the City, its public facilities and lands.

CAO conclusion: Operates effectively.

- (7) Develop interest and activity in historic preservation and rehabilitation of buildings and sites through increased awareness of architecture, archeology, paleontology and other cultural and scientific disciplines; and administer such programs as may be assigned by ordinance in fulfillment thereof.

CAO conclusion: Operates effectively.

- (8) Promote the cultural and artistic offerings in Los Angeles as a resource to attract economic development.

CAO conclusion: Efforts have been initiated to increase awareness in this area.

- (9) Further recommend to the Mayor and City Council policies and programs that encourage a productive environment in the City for the arts, sciences and historic preservation activities in both the public and private sectors."

CAO conclusion: In order to affect improvement, the General Manager should annually update plans to achieve Departmental goals and objectives.

Our overall impression is that Department Management is only partially realizing the above goals and objectives because it:

- Has been so occupied with attempting to solve immediate administrative and operating problems, that it has been unable to pursue the higher purposes prescribed by the Mayor and Council.
- Has not been able to build a cohesive team within the Department to undertake high level planning directed toward the ordinance objectives listed above.
- Has failed to establish adequate communications with staff and cultural support groups.

- Reaches only a limited segment of the City's residents and cultural community with its programs.
- Is not fully involving the private sector in a coordinating role to bring a full range of cultural programming to all citizens of Los Angeles.

Soon after his appointment, the General Manager recognized that the Department was not properly structured to effectively achieve its goals and objectives, and requested that a management audit be made to assist him in reorganizing the Department's operations.

In our view the Department of Cultural Affairs has unlimited opportunities of working with cultural organizations, both public and private, to upgrade and improve upon cultural offerings in Los Angeles. In order to realize these opportunities the Department should define in precise terms its goals and objectives. Short-term objectives should include resolution of current operating problems. Longer term goals should delineate desired objectives and the resources required to obtain these objectives as well as an explanation of the system to achieve these goals. The plans to achieve these goals and objectives should be updated annually and reviewed with the Commission, Mayor and Council.

2. General Administration and Support

The administration and support services, located in City Hall, has responsibility for the functions of: budgeting control, accounts payable, payroll and personnel operations, equipment inventory control, grants processing, centralized typing and phone services.

Administrative problems have plagued the Department from the time it was formed in July, 1980. This may be due in part to the fact that a rather small Municipal Arts Department absorbed six cultural activities from the Department of Recreation and Parks without any increase in administrative support staff or modifications to prior administrative procedures and policies. The lack of prompt attention to these problems has impaired the effectiveness of the Department's cultural programs.

Cultural programs have been disrupted because center directors did not have accurate budgetary control data and reports. Planned programs have been cancelled or delayed after it was discovered that funds budgeted for a particular activity were either "inadvertantly" overexpended or expended on other activities. Payments to vendors and part-time instructors have been delayed at times because of the lack of funds or inadequate budgetary controls and processing. In at least one instance, it is reported that the vendor refused to continue doing business with the City.

We have found that there is confusion among Department staff as to the proper fund for the deposit of receipts. The Cultural Affairs Trust Fund was created for the deposit of donations, monetary gifts, contributions or bequests from private individuals or groups to augment existing programs of the Department, while fees for services provided by the Department are to be deposited in the City's General Fund. In some cases, advances from the Reserve Fund to finance a grant pending actual receipt from the grantor were deposited in the Trust Fund instead of the General Fund. Also, receipts (General Form 30) are not issued consistently throughout the Department as recommended in the past two City Controller audits as a means to improve internal control over all monies collected. The Department has not submitted semi-annual reports to the Council with respect to all receipts and expenditures of the Trust Fund as required by Section 5.111.2(g) of the Los Angeles Administrative Code.

The Department's accountant now manually classifies all fees received by cost center. This can be done more efficiently and accurately by requesting the Controller to restructure the General Fund Receipts Ledger to provide for accumulation of fee categories by cost center. The new structure should be identical to the cost center structure and for the budgetary funds expenditures.

The Department has not established effective procedures to control the administration of those grants it receives. The Department should establish a grant fund for the deposit of all grant receipts and should establish and maintain a job cost ledger to accumulate total costs incurred on each grant. The existing lack of uniformity and incomplete accounting for grant receipts and expenditures has complicated the accounting and does not provide for an adequate audit trail. Only recently have steps been taken to systematically organize grant files and to establish a grant roster whereby the status of the grant can be monitored. The Department has not provided the Mayor and Council quarterly reports on the status of grants as required by Section 14.8 of the Los Angeles Administrative Code.

In order to strengthen the accounting operations of the Department, we are recommending the replacement of a Junior Administrative Assistant with a position of Senior Accountant.

No one has been trained to assume payroll operations upon the retirement or absence of the current payroll clerk. Problems have occurred in verifying time worked by employees, recording time charges to proper accounts, and timely payments to part-time employees for hours already worked. The Department should establish new policy that would make supervisors responsible for employee time cards and any changes after the payroll has been processed.

Section 7.79 of the Administrative Code requires that each department maintain a current and perpetual stock record of all furniture and equipment assigned to it. Reportedly, a complete physical inventory of the Department's equipment has not been made since 1975. Equipment transferred into the Department from the Department of Recreation and Parks has not been included. Several checks during the audit indicated that equipment did not have proper inventory identification tags. The Department should contact the Controller to assist on procedures required to complete the inventory.

The secretarial staff cannot satisfactorily provide for the increased typing needs of the Department. A majority of the higher level administrative staff have indicated it is

difficult to obtain quality typing to meet their needs. The equipment is old, and frequent retyping is necessary. The installation of a word processor would increase the productivity of the typing services for the Department's staff and the two Commissions. The Department should request the Data Service Bureau for assistance in determining the proper equipment for its needs.

The Department's administrative office has only one telephone number for receiving calls from the public and from within City Hall. This becomes especially burdensome whenever there are public announcements concerning Department activities, making a typist unavailable for typing and other clerical duties. Over 200 phone calls per day were received recently after a radio announcement was made in Spanish. The Department should request the General Services Department for the necessary improvements to the phone system to handle the increased volume of calls. (Funds have been included in the Proposed 1982-83 Budget to improve the telephone system).

The Department is small and the accounting and administrative personnel are in, or slightly above, entry level Civil Service classes. As such, frequent promotions and turnover affect the continuity of these positions. To minimize the loss of continuity, the Assistant General Manager should take steps to train more than one position in the various administrative duties. Also, procedural directives should be prepared to assist in training new personnel and to assure that all current personnel at the various centers are aware of the proper administrative procedures and use of documents. As these steps are implemented, conditions may indicate the need for the employment of a higher level administrative position. Department management should monitor these activities and objectively assess their needs for future consideration. The long-range solution may be the addition of an administrative position at the Senior level.

We have been advised from many sources that the lack of adequate communication between management and staff, as well as interested support groups, has been a serious problem. It is anticipated that with the improvement of administrative procedures and controls that positive steps will be taken to improve communication channels with all concerned parties.

During the audit, the above areas for improvement were discussed with the General Manager, and he has taken steps to correct some of these deficiencies. For example, the Assistant General Manager was assigned specific responsibility for administration of program controls. Specific responsibilities have been assigned to each individual in the general administrative support group and steps have been taken to organize the grant project files and to establish a grant register.

The City's Cultural Grants Program is administered under the direction of the Assistant General Manager. Each year the City provides grant contracts to non-profit tax exempt arts organizations for services related to the production, preservation, creation, development, exhibition and support of art forms. Organizations are urged to develop programs and projects which fulfill their own artistic goals as well as respond to community need. For fiscal year 1981-82, the City budgeted \$273,000 for this program authorizing approximately 79 one-to-one matching grants ranging from \$2,500 to \$15,000 each.

The Department is completing its third and final year in administering a National Endowment of the Arts Grant of \$75,000 per year. During this current year approximately 29 non-profit tax exempt arts organizations will receive sub-grants from this source, ranging from \$2,450 to \$10,000.

3. Barnsdall Park Security and Cultural Information Center

The Cultural Affairs Department administers all of the facilities in Barnsdall Park including the Junior Arts Center, the Arts and Crafts Center, the Municipal Art Gallery and Theater and the Hollyhock House. Two of the major problems in administering these facilities are the need for a centrally located security office overseeing the Park and a cultural information center to serve the public. These problems could be resolved by restoring the exterior and renovating the interior of the existing Hollyhock Carriage House.

From the late 1960's to 1975, the main residential portion of the Hollyhock House was restored and rehabilitated with City funds at a cost of over \$500,000. The budget for this rehabilitation work did not allow for restoration of the adjacent Carriage House which is currently in a substantially deteriorated condition and is an eyesore to the public visiting the facilities at Barnsdall Park. The Carriage House is the only building remaining in Barnsdall Park which is in need of major repairs.

At the present time, the security office is located in the basement of the Municipal Art Gallery building. A more appropriate location for the security office might be the Carriage House which provides a clear view of most of the Barnsdall Park facilities. The remaining interior space in the Carriage House could be renovated to house a small information center, the Municipal Art Gallery gift shop, and a small refreshment stand.

In 1980, the Cultural Affairs Department submitted a proposal for a community development block grant for the restoration of the Hollyhock Carriage House. The estimated cost to perform a complete renovation at that time was \$192,480. While this is a substantial amount of money, we believe that the Cultural Affairs Department should continue to investigate sources of funds to renovate the facility for the purposes outlined above. The General Services Department should be consulted regarding any proposed relocation of the security officer work station.

4. Performances And Exhibitions

The objectives of the Department's Performances and Exhibitions element are to encourage and develop citizen participation in and support of the City's art activities by conducting and sponsoring art exhibitions in the Municipal Art Gallery and various community centers; conducting theater performances and music programs; operating the Triforium; and coordinating and supporting the street murals program.

The Department's resources in the performing arts area are almost totally devoted to the direct delivery of services through art exhibition and personal instruction in singing, music, drama, and dance and the in-house production of theatrical and musical performances. Over the past several years, budget reductions have resulted in more limited instructional offerings and performances, and consequently, fewer citizens are able to participate in and enjoy programs. It is obvious that the budget situation is not going to improve in the short term, and it is likely to get worse. This will have a direct effect of further reducing the instructional offerings and performances.

We believe that the City can realize an increase in the level of performances and exhibitions available to its citizens without increases in its budgetary resources. The Department of Cultural Affairs by changing its emphasis of operation from that of an instructor or operator to that of a facilitator, can achieve its primary goals and objectives of promoting cultural affairs in the City by aiding the private sector in the production of musical and theatrical performances and art exhibitions.

In the role of coordinator, the Department could provide the use of its theater facilities to neighborhood groups on a lease or license agreement basis to conduct classes and present performances. This is the so called "landlord" concept that is used successfully by many cities throughout the United States as well as our own Department of Recreation and Parks. This concept is discussed further in the "Support Groups" section of this report.

Additionally, the Department could increase its music program offerings by (1) implementing fees for instruction so that the programs become self-sustaining and (2) increasing fund raising and support group activities to financially support the programs.

The Municipal Art Gallery is located in the Barnsdall Park complex. Approximately eight exhibitions are held each year in both the Main and North Galleries. The length of the average show in each of the two galleries is approximately one month with the balance of the time being needed for installation and removal of art works.

The Los Angeles Municipal Art Gallery Associates is a support group of approximately 400 members which raises funds for the Art Gallery through membership fees and fund-raising events. They also raise funds through the operation of a gift shop at the gallery.

Attendance at the Municipal Art Gallery has been decreasing for the past several years. Cultural Affairs Department personnel attribute this in part to the implementation of a post-Proposition 13 entrance fee and the discontinuation of the CETA supported Garden Theater Festival which attracted thousands of people to Barnsdall Park.

While a real effort is made to book exhibits into the Municipal Art Gallery which have a wide appeal, more emphasis could be placed on a broader spectrum of art. While we realize it is difficult to reach a consensus where taste is concerned, our conclusion is that less emphasis might be placed on contemporary art and perhaps more emphasis on other periods in order to appeal to a larger audience.

The Cultural Affairs Department should also experiment with other means of drawing people to the park, such as the utilization of the Municipal Art Gallery in tandem with the Gallery Theater wherein supportive exhibitions could be staged, or to initiate a film series in the Gallery Theater which could be run in conjunction with the current showing in the Municipal Art Gallery. A substantial portion of the costs of these programs probably could be recovered by charging fees. Also, the Department should continue to explore the possibility of additional musical events or recitals in conjunction with art exhibits.

The Municipal Art Gallery has developed educational programs for the general public, schools and universities in order to promote Municipal Art Gallery attendance. There is a Gallery tours program wherein each afternoon, Tuesday through Sunday, Gallery visitors are offered formal tours of the current exhibitions. There are also a school tours program, a Poetry in the Gallery program, Conversations With the Artists program and programs designed to serve special populations in the City including the physically and mentally infirm. The Gallery also offers a program designed to educate educators in the Los Angeles

area, and internships are offered for academic credit to graduate and undergraduate students in art education, related art fields and credential programs. This program trains students in participatory tour techniques, and the Municipal Art Gallery receives services from these students at no cost to the City other than the cost of in-service training. The Municipal Art Gallery education department currently has grants for the Poetry in the Gallery project and to employ an assistant to the Education Coordinator.

An Art Curator, assigned to the Municipal Art Gallery, is responsible for the operation of Hollyhock House. This activity includes scheduling of regular and special events and coordination including training of the volunteer docent organization, Friends of Hollyhock House. This volunteer group conducts regular public tours of the facility.

The Art Curator is also responsible for the City's permanent art collection. Section 165 of Article XV of the Los Angeles City Charter and Section 22.109 of the Los Angeles Administrative Code contain some of the rights and powers of the Board of Cultural Affairs Commissioners role relative to "works of art". Under these provisions, all works of art must first be submitted to and approved by the Board of Cultural Affairs Commissioners before they can be submitted to the City Council for final approval.

The City's permanent art collection totals approximately 900 works. This figure consists of 800 paintings, drawings and other "moveable" pieces and 100 sculptures, murals and other "permanently installed" artworks. Prospective donors are referred to the Art Curator who explains the City's procedures and provides them with a gift form. The donor completes the form and returns it with the work of art or a photograph to the Cultural Affairs Commission secretary. The Art Curator then reviews the work and supplies comments to the Commission.

Although the Art Curator has not recommended the acceptance of several donations, records show that only rarely does the Cultural Affairs Commission disapprove a work of art offered to the City. Some of the works of art being accepted by the Cultural Affairs Commission, and subsequently approved by the City Council, do not appear to be appropriate for the City's art collection and, as a result, a significant number are placed in storage and are rarely, if ever, used. Approximately 100 items are currently in storage with almost no possibility that they will be utilized. In order to help resolve this problem, we suggest that the Cultural Affairs Commission, in cooperation with the staff, make an effort to develop criteria and to be

more selective in accepting works of art for the City of Los Angeles' collection and to explore ways to dispose of unwanted pieces of art in its collection. The Department should consider incorporating into the acceptance agreement a clause which allows the City to dispose of works of art and use the funds for the enhancement of Department programs.

Section 22.114 of the Los Angeles Administrative Code provides that the Department shall make, when funds are available therefor, an annual inspection and inventory of all works of art which are owned by the City or which are on loan and under the care and control of the Department. The Department has not taken this inventory because funds have not been available. In order to establish proper internal control and safeguard of the works of art, the Department should explore means of establishing a simplified method of maintaining an inventory using existing budgetary resources.

The Music Section of the Performing Arts Division supports and conducts the adult and youth chorus and community singing programs. It administers the contract with the Musicians Union Local 47, the music therapy program, the music mobile and the Triforium. The goal of the Music Section is to provide programs to as many citizens as possible and to involve citizens in the performances.

Currently, five adult chorus groups are sponsored by the Department. Because of budget reductions, this number is down significantly from the eleven groups being sponsored several years ago. Each group averages approximately fifty members, and members tend to remain with the group for several years. Thus, there is little potential for great participation by large numbers of citizens.

Four youth chorus groups are also sponsored, which is also down significantly from prior years. At one time, seventeen such choruses were sponsored. Members of these groups are also longstanding, in that many remain until their voices change.

In some instances, the choral groups were initiated and formed by the Department, and in other cases, the groups were previously formed and came to the City for support. The choral groups are supported through the hiring of directors, accompanists, and on occasion, vocalists through the Department's as-needed salary account. In return, the Department can call upon the groups to give performances at certain civic or community programs or to participate in festivals. The groups also arrange and give performances on their own.

The extent of the programming of musical performances by the choral groups is directly controlled by the amount of as-needed salaries appropriated for the payment of the director and accompanist. During recent years, the as-needed salary account for the choral programs has been reduced significantly, thus reducing the number of musical activities provided. Additional funds are not expected to be made available in the near future for the return of choral activities to previous levels.

A viable alternative to budgeting additional funds to expand programming, then, would be to make the choral groups self-sustaining through either 1) fees for instruction, 2) admission fees to performances, or 3) through the development of support groups.

Another alternative would be that, since the City's choral groups represent a small portion of the total number of community choral groups existing throughout the City, the City's groups could act as a core around which non-City sponsored groups could be added to perform at City facilities or City sponsored events with the Cultural Affairs Department acting as the catalyst or coordinator between cultural resources and audiences.

Support of the choral groups could also be accomplished through the cultural grants program of the Department. Such grants could be provided to qualified groups in return for a specific number of performances at sites or events sponsored by the Department.

The Community Sing Program is designed to encourage family participation in the musical performing arts. However, about 75% of the programs are aimed at senior citizens through senior citizens centers, retirement homes and convalescent hospitals. Special emphasis is given to those senior citizen groups who couldn't otherwise afford entertainment. The program involves providing a director and accompanist to the group to lead a community sing. Following the community sing, a variety show is put on by professional and amateur volunteers.

Budgeted funds for this program have also been reduced. The number of programs are now down to approximately 280 per year from approximately 440 per year several years ago. However, in view of the limited audience for which the programs are now intended, it appears unreasonable to collect fees. The program could be expanded to include other groups, in keeping with the departments goal for the music programs. However, since budget increases are unlikely, consideration of such expansion should include charging fees to non-senior citizens groups, and the use of volunteers coordinated by the Department.

A music therapy program is conducted in the psychiatric wards at USC County and Harbor View Hospitals. This program was apparently started many years ago at the request of a commissioner.

A musical therapist is hired for four hours per month through the as-needed salary account to conduct this program. Reportedly, responses by the patients are that this program is beneficial, and the program is encouraged by the hospitals.

Although the program is of benefit to the patients and the Department's involvement is minimal, the program is a medical/therapeutic function and is not a cultural function that falls within the goals and objectives of the Department's music programs. The Department could phase out its active participation in this program, and at the same time, encourage expansion through a coordinating role. A list of musicians qualified in providing musical therapy could be developed and maintained and provided to those medical facilities that are interested. If volunteers are not available the financial payments would be arranged directly between the medical facility and the therapist.

The music mobile is a mobile stage and sound system which allows for the presentation of concerts throughout the City where no stationary facilities are available. Although originally intended for use in the presentation of concerts, it is now also used by City departments, the Council and Mayor for civic functions. Private groups may use the music mobile by submitting a request through their councilmanic office.

The Department of General Services maintains the music mobile. An employee is assigned to drive and set it up whenever it is to be used. Because many of these functions are on weekends, the employee averages approximately \$10,000 per year in overtime salary reimbursement for this activity.

Written guidelines or policies do not exist regarding the criteria for use of the music mobile by private groups and City departments. The Department should develop guidelines for all use of the music mobile and develop a fee schedule for qualified private groups.

The Theater Section of the Performing Arts Division administers and operates the Los Feliz Performing Arts Center (which includes a theater and costume workshop), the Gallery Theater located in Barnsdall Park and the Peck Park Theater located in San Pedro. The Los Feliz Center is one of the facilities transferred from the Department of Recreation and

Parks. The Peck Park Theater is under the control of the Department of Recreation and Parks, but the Cultural Affairs Department may present programs there.

All performances at the Los Feliz Theater are in-house productions. Three as-needed performing artists conduct classes in three performing arts disciplines - drama, dance and music - and from these classes, individuals are selected to participate in productions. Six productions are given per year, with a total of approximately fifty performances. Most of the participants in these classes have been members for a long period of time, thereby limiting participation to a fairly small segment of the City population.

Due to a lack of personnel, no in-house productions are presented at the Gallery Theater in Barnsdall Park. All theater productions presented at the theater are through bookings with outside groups. There is no organized effort to encourage outside bookings and most bookings are initiated by the private groups. The theater is also used by the Department for chorus rehearsals, music workshops, concerts, lectures and films. During 1980-81, the theater was used for 159 such performances.

Also, because of the lack of personnel, the Peck Park Theater is inactive. This facility had previously been supervised by CETA personnel.

These three theaters are not being utilized to their full capacity under the Department's current mode of operation and the current budget situation and resultant reductions in available funds exacerbates the situation. If the Department is to fully utilize these facilities under the current mode of operation, significant personnel and budget increases would be necessary. These increased costs could be offset by initiating fees for the instruction of drama classes and the charging of admission to performances. Although such fees have been proposed, they have not yet been considered by the Council.

A viable alternative to increased budget and staff, and one that is currently being used successfully in the Department of Recreation and Parks as well as other cities across the country, would be to open the facilities to more outside productions by community theater groups. This could be accomplished by rental agreements or permits with a number of community groups for performances throughout the year or leasing the facility to a single group who would not only provide performances, but would also be responsible for conducting drama classes for City residents.

The Costume Workshop was created in the Department of Recreation and Parks to support children's drama activities at the recreation centers. The workshop currently maintains approximately 30,000 costumes and constructs new ones as they are needed. The greatest user of the costumes is the Department of Recreation and Parks. Very little use of them is made by the Cultural Affairs Department.

Over the years, the drama activities at the recreation centers have declined significantly. Approximately 10,000 costumes are utilized per year, and as such, the workshop is greatly underutilized. However, it is expected that the recommendations to expand the use of the theater facilities through operating agreements with support groups and to improve the coordination with the Department of Recreation and Parks will increase the usage of the costume workshop. If not, the continuation of the program does not appear justified.

The Murals Program was started in 1974 in the Department of Recreation and Parks. At that time, it had a \$100,000 budget for the production of 30 murals per year -- two per Council district.

After Proposition 13, the Department of Recreation and Parks eliminated the program's budget, but continued to produce approximately five to six murals per year through community volunteers who donated the time, paint and materials.

In 1980, the program was transferred to the Cultural Affairs Department and was given a \$10,000 budget for paint, materials and artist's fees. In 1981-82, the program's budget was reduced to \$6,770 and it now produces about three murals per year.

The current level of productivity is just a small token of what it once was. The director states that grants may be available for this purpose but management has not initiated efforts to prepare and submit applications. Additionally, fund raising efforts could be initiated in the communities in which the murals are to be produced.

5. Art Instruction

The Department operates six community arts centers to encourage citizen appreciation and participation in cultural activities. Each center provides a variety of art classes to stimulate and assist members of the community in the development of art skills and creativity. Classes are conducted in art forms such as painting, ceramics, photography, dance, weaving, drawing and drama. Art exhibits and music festivals are included in programs at some centers. As listed in the 1981-82 Detail of Department Programs, over 6,000 people are expected to enroll in approximately 480 arts and crafts classes provided at these centers or at their extension locations. At each center the director is responsible, within budget limitations, for developing their own arts classes and hiring their own teachers.

Our survey of other governmental agencies indicates a general trend of entering into contractual agreements for the use of City facilities with community arts support groups who are responsible for programming arts operations, hiring teachers, collecting and retaining fees, and raising funds. The Department of Recreation and Parks also contracts out some of its facilities to private arts groups for arts operations. The Angels Gate Park Cultural Center in San Pedro is an example of this type of cooperative arrangement.

The County of Los Angeles Parks and Recreation Department, which operates many self-sustaining arts and crafts classes throughout the County, indicated that closer coordinated programming with the City and other arts providers can improve community art operations in both jurisdictions.

The Junior Arts Center, located at Barnsdall Park provides art classes for young people, ages 4 to 18, in such diverse activities as photography, ceramics, drawing and painting, sculpture, art appreciation, puppetry, kite making, fiber arts, environmental design, mask making, and film/movie making. Classes are held during school hours for elementary aged children brought in by bus and after school and Saturdays for individually enrolled students. After school classes are also held at various community locations.

The Gallery Program presents five exhibitions each year, usually involving unique approaches to design and participation for and by the viewer. Particular emphasis is placed on developing exhibitions with easy accessibility for young people. This approach and the development of specialized programming has placed the Center in the forefront of museum education. The Gallery serves approximately 22,000 visitors annually.

Junior Arts Center personnel also maintain close liaison with educational agencies in the community and work with public school teachers and principals to establish morning public school class participation at the Center in weekly workshops and on gallery tours. These teacher workshops are quite valuable and more emphasis needs to be placed in this area since it is more cost effective to provide this instruction to teachers who in turn can provide instruction to individual students.

In addition to City-funded programs, the Junior Arts Center has several grant-funded programs. These include government grants administered by the Cultural Affairs Department, and private foundation and corporate grants, administered and solicited by the support group, the Friends of the Junior Arts Center.

The Barnsdall Arts and Crafts Center (BAC) offers arts and craft classes for adults including drawing and painting, jewelry making, silk-screen, stained glass and sculpture. Fees vary depending upon the cost of the instructor's salary and materials used in the particular class. Many of the students are senior citizens since most classes are held during the daytime. Classes at BAC are normally offered on a semester long (10 week) basis, rather than on the old revolving basis of opening classes whenever enough people became interested. The Barnsdall Arts and Crafts Center was one of the facilities transferred to the Cultural Affairs Department from the Recreation and Parks Department in 1980-81.

The Watts Towers Art Center and the Towers of Simon Rodia were received as gifts in 1975. The staff of the Arts Center provides lectures, films and tours concerning the Towers. Tours of the Towers have been suspended since restoration work on them was started by the State of California in 1978. The Towers are expected to reopen in 1983.

International publicity is planned for the reopening. Annual attendance figures are expected to pass the previous high of 40,000.

The Arts Center provides classes for both children and adults in such subjects as painting, music, dance, photography and sculpture. Outreach classes are provided at some community locations. The Center's program not only provides for children art activities at the Center, but includes visits to neighboring schools by members of the staff.

A Gallery Exhibit Program provides for art exhibits by local community and other well known artists. Local patrons, and approximately 75 percent of those who visit the Towers, visit the Gallery.

The Center's annual summer jazz festival, which includes arts and crafts displays, attracts thousands of people.

Although the Center doesn't have an active support group, the Director is planning to form one prior to reopening the Towers in 1983.

The Art Center building is poorly constructed and is not suitable for conducting art classes. Extensive water damage occurs in the walls and floors when it rains. There is a lack of storage space, the heating and cooling systems are inadequate, office space is lacking, and the Center is not easily accessible to transportation services.

Serious consideration should be given to the feasibility of using the building as a reception center which would include a gallery gift shop and a refreshment area for the thousands of people expected to visit the Towers in 1983. Art classes could be jointly held or relocated to other convenient places in the community through an outreach program. A convenient method is needed for the administration of visitor fees at the Towers and the Art Center because they have not been collected since the Council imposed them in 1980. A modest fee should be considered to facilitate improvements to and maintenance of the Center.

The William Grant Still Arts Center began operations in 1978 after extensive renovations were made to an old City fire station. Three major programs are provided by the Center, which includes a community outreach art teaching program, a music presentation program, and a gallery exhibition program.

A small but active community support group, the Friends of the William Grant Still Community Arts Center,

assists the Director in Center operations. It's primary objective is to raise additional funds for Center operations. Recently, this group constructed a new book and gift shop and a dues paying membership drive is planned in the near future. A goal of the Friends is to place a cover over the patio at the rear of the building which will greatly increase exhibit space at the Center. Also, the Friends sponsor receptions for the gallery exhibits.

The McGroarty Cultural Arts Center in Tujunga was transferred from the Department of Recreation and Parks. The facility is the former residence of John Steven McGroarty, Poet Laureate of the State of California, and is a historic-cultural monument. It currently houses arts and crafts, dance, exercise and music classes.

A support group - Friends of McGroarty - is primarily concerned with restoration and maintenance of the residence and with researching and cataloging papers on the life and times of John Steven McGroarty.

The three Photography Centers were transferred from Recreation and Parks. The central facility located near MacArthur Park, offers lectures, meetings, exhibitions, darkroom facilities and picture shooting sessions utilizing live models and a variety of indoor and outdoor background settings. It is open seven days per week. The other two centers, located in Recreation and Parks facilities in San Pedro and Encino, offer lectures and live models for picture shooting sessions, but darkroom facilities and extensive backdrop settings are not available. These facilities are open for limited hours, three and five days per week, respectively.

The photography programs are very popular and well attended. However, due to budget restraints, the use of the facilities and program offerings, especially at the San Pedro and Encino centers, are limited since one full-time director, assisted by 116 hours per week of part-time employees, is responsible for all three centers.

6. Architecture and Cultural Heritage

The Cultural Heritage and Architecture element of the Department consists of the Cultural Heritage Board and the Architecture Division.

The Architectural Division consists of one architect. His primary duties are to evaluate and advise the Cultural Affairs Commission on architectural submissions for structures built on or over City property in order to maintain the architectural continuity of surrounding structures. Such municipal facilities include community centers, park and zoo structures, memorials, recreation centers, pumping stations, sewer processing plants, libraries, harbor and airport terminals, elevated roadways, hangers, auto and pedestrian bridges, warehouses and maintenance buildings along with other private structures over public property such as marquees, canopies, signs, retaining walls, and architectural projections. There are no guidelines for the review of these submissions. Each submission is judged individually based on its own aesthetics and how it fits into the surrounding neighborhood.

The architect also performs various other staff studies as needed regarding current and proposed department facilities. He is also the Department's liaison with the Cultural Heritage Foundation to restore the structures at Heritage Square.

A fee is charged for the architectural design approval of private structures on or over City property. The current schedule was last revised in 1968. The Department has considered revising the fee schedule, but in a report dated August 11, 1981, this Office recommended that the General Manager discuss with the Building and Safety Department the feasibility of incorporating the architectural design approval fees into building permit fees.

The Cultural Heritage Board was established by ordinance in 1962 as an advisory board to the Municipal Arts Commission. On July 1, 1980, it became advisory to the Cultural Affairs Commission. It is composed of five members, learned in the historic, cultural and architectural traditions of the community.

The purpose of the Board is to inspect and investigate any site, building or structure in the City of Los Angeles which it has reason to believe is or will in the near future be a historical or cultural monument. The Board does not initiate proposed monuments; all monuments must be nominated by individuals or groups. Such individuals, or groups, do not necessarily have to be the owner of the proposed monument, but they must be able to fully justify and document its historical and cultural significance. The declaration of monuments must be approved by the City Council.

The Cultural Heritage Board anticipates significant increases in its workload as a result of (1) an ordinance adopted in 1979 creating the Historic Preservation Overlay Zone (HPOZ) and (2) the undertaking by the Bureau of Engineering of an architectural and historical resource survey of the City.

A HPOZ can be proposed in any area of the City containing structures, natural features or sites having historic, architectural, cultural or aesthetic significance. The HPOZ does not change the underlying zoning of the properties nor does it preclude development. However, any development must be compatible with the surrounding architecture. When a HPOZ is proposed, it is the responsibility of the Cultural Heritage Board to prepare an architectural/historical survey of the involved area identifying all significant and non-significant structures and all significant natural features or sites. It shall also consider and comment upon the appropriateness of the boundaries of the proposed or existing HPOZ.

The architectural/historical resource survey of the City being conducted by the Bureau of Engineering was initiated through a state grant and is expected to cover the entire City. This survey could take from six to ten years to complete.

The Cultural Heritage Board normally reviews approximately 35 to 40 submissions per year for proposed monuments. One HPOZ has been proposed to date. Each Board member must personally visit each site that is under consideration as a monument. The results from the first year of the Engineering survey produced 75 potential monuments in just the Venice area alone and about 65 will be forthcoming from the second year of the survey. The Cultural Heritage Board is responsible for not only reviewing each proposal, but for reviewing the areas for potential HPOZs. The results of the Cultural Heritage Board's recommendations are used by the Planning Department in processing applications for tentative tract maps and subdivisions.

As the Bureau of Engineering proceeds with it's survey, and additional monuments and HPOZs are proposed, the Cultural Heritage Board believes that additional technical and clerical staff will be necessary to assist them in their reviews. In addition to the increased reviews and recommendations on individual monuments and HPOZs, developers are expected to seek assistance from the City in determining the appropriateness of proposed changes in occupancy, construction, demolition, alteration, removal or relocation of any publicly or privately owned structure, natural feature or site within a HPOZ prior to formal submission of plans. Presently, no City staff is capable of providing such technical assistance.

Additional staff need not be located within the Cultural Affairs Department, because the services to be provided may be performed more appropriately in the Planning Department and Bureau of Engineering. These departments are currently studying this matter.

In view of the current budget climate, all possible alternatives such as modifying current policies and procedures in the identification and review of possible monuments, and the use of contracted services or volunteers from local educational institutions or architectural/historical societies for technical assistance should be considered prior to proposals for additional staff.

7. Support Groups

The Department has six support groups that are affiliated with the several divisions - Friends of the Junior Arts Center; Los Angeles Municipal Arts Gallery Association; Cultural Heritage Foundation; Friends of Hollyhock House; Friends of McGroarty; and Friends of William Grant Still Cultural Arts Center.

Among the purposes of these groups is to raise funds to purchase items and supplies that the City budget does not cover, assist in putting on special events, provide tours of the facilities and promote cultural affairs in the City.

No formal agreements exist between these groups and the City except for the operation of the Gift Shop at the Municipal Art Gallery. Fund raising efforts and the receipt of donations are done at the divisional level with little coordination with Department management. In order to assure that the groups and their support efforts are in accordance with the overall goals and objectives of the Department, an agreement should be developed with each group. The agreements should outline the role of the group with regard to its support of approved programs or the advocating of new or expanded activities for the particular center and establish guidelines and procedures for raising funds and donations on behalf of the City. The agreements must clearly state exactly which types of receipts collected at the center are to be deposited in the City's funds and which are to go to the support groups. In the absence of a formal written agreement approved by appropriate City officials and the legal director of the support group, the Department should insist that all monies generated or collected at the center must be deposited in the appropriate City fund. The agreements should require support groups to file with the Department an annual financial statement.

Many of the cities that we contacted operate their cultural arts centers under the "landlord" concept. Under this concept, the City provides a facility for use by neighborhood support groups, and they, in turn, are responsible for the total programming and operation of classes and events at the facility. The agreements for such use by these groups range from simple building lease agreement and use permits, with no operating conditions, to license agreements which detail specific programming objectives and financial arrangements.

In general, these agreements provide either exclusive or non-exclusive use of the facility to conduct programs. The City receives no rent, but in addition to the programs offered

by the group, the City receives in return such things as: (1) a certain number of free performances or classes for the community; (2) a certain number of workshops open to the general public; and (3) a certain number of drama classes for City residents.

In some instances, the group has total responsibility for the facility, including improvements, maintenance, utilities and security.

These agreements offer a viable tool with which to accomplish departmental goals and emphasize a coordinating role instead of an operating role on the part of the Department.

8. Cultural Affairs in Other Cities and Governmental Agencies

We contacted several large cities, the County of Los Angeles, and the Los Angeles Department of Recreation and Parks to note general similarities or differences and current trends in cultural affairs programming. Some highlights we wish to emphasize are as follows:

- a) Most other agencies have a grant support program, similar to that existing in the Department of Cultural Affairs, where grants are provided to a variety of arts organizations.
- b) Most other agencies are not in the direct operating role of providing community cultural affairs programs, but provide funds and have operating contracts with neighborhood and community cultural groups to provide these services. These organizations program and operate their own arts and crafts classes, usually on a self-sustaining basis, retaining the revenues. (In Los Angeles, the Cultural Affairs Department operates arts and crafts programs at its arts centers which serve a limited part of the City's total population. The arts classes are subsidized by the General Fund because class fees do not recover total costs.)
- c) Most other agencies provide ongoing technical assistance and workshops to community arts groups and individual artists on such subjects as funding resources, understanding municipal regulations, and the use of public and private facilities. (The Department of Cultural Affairs provides a limited amount of technical assistance to those art organizations seeking City grants and only at a certain time of the year).
- d) Most other agencies operate an active arts communications system providing information on arts programs in their cities. (The Department of Cultural Affairs provides limited publicity and information on those cultural affairs events which are operated by the Department. This should be expanded to include cultural programs provided by other City departments).

- e) Most other agencies operate community arts and crafts operations in their Recreation and Parks Department. In these cases the Recreation and Parks Department acts as a landlord and contracts the use of its facilities to private groups.
- f) Most other agencies enter into "landlord/tenant" relationships with major cultural institutions such as museums exhibiting limited and costly art; symphony orchestras; and performing arts agencies which provide ballet, opera, dance and music. These agencies usually provide maintenance, security, and utilities. (The County of Los Angeles acts as "landlord" to Music Center operations in that a private contractor arranges for arts operations while the County provides for security, maintenance and utility costs).

Prior to the creation of the Department of Cultural Affairs, the Department of Recreation and Parks offered very extensive cultural activities. These activities were coordinated through a Cultural Affairs Division which provided in-service training in arts and crafts, drama, music and dance for personnel at the approximately 150 recreation and community centers. As a result of the creation of the Department of Cultural Affairs, the Cultural Affairs Division in Recreation and Parks was eliminated. However, the Department still conducts arts and crafts, drama, dance and music classes in most of its facilities, but on a much smaller scale. These classes are self-sustaining.

The Department of Recreation and Parks continues to operate several cultural facilities, including the Greek Theater, Griffith Park Observatory, three museums and several historical sites, theater facilities, and cultural centers.

We believe that the three cultural facilities that the Department currently "leases" to private groups using license agreements, offer excellent working examples of how public/private arrangements in cultural programming can be achieved with little or no direct public financial support. These facilities and a description of the level of activities which are being achieved are:

- Encino Community Center. This is a theater facility in which the Department has entered into an agreement with the Encino Theater Group to conduct theatrical rehearsals and performances. The facility is also used by the Department for its own programs and activities as well as an outreach facility for the

Department of Cultural Affairs programs. The reason for this agreement is that the Department does not have the funds necessary to continue the theater operations on its own.

- William S. Hart Park. The Department has an agreement with Actors Studio, Inc. to operate a dramatic and cultural facility for the City. Actors Studio, Inc. provides, in addition to its performances,

- 1) fifteen in-service training workshops per year for Recreation personnel;
- 2) two drama workshops per year for teenagers;
- 3) teenage drama classes, ending with the presentation of a play;
- 4) four annual theater performances by professional staff for City patrons who do not normally have the opportunity to enjoy live theater;
- 5) a Chicano training program for ten Mexican-American actors per year; and
- 6) one to three performances in City facilities.

- Angels Gate Cultural Center. The Department is currently negotiating an agreement with the Angels Gate Center Development Council to operate and maintain a cultural center using nine facilities on a portion of Angels Gate Park. It is intended that the Angels Gate Center Development Council will:

- 1) develop, operate, maintain and supervise a cultural facility;
- 2) assist in developing professional artists through high quality training programs;
- 3) provide studio space for local artists to practice, display or perform their disciplines;
- 4) provide theater space for live performances, lectures and films;
- 5) provide a gift shop/gallery space for display and sale of artist crafts;

- 6) serve as a resource to local educational institutions;
- 7) develop and sponsor programs to involve the public in an exposure to the arts as an educational and recreational experience through live theater, dance, musical concerts, poetry readings, films and lectures; and
- 8) develop and maintain service related facilities including restroom and food-refreshment services.

This license agreement is being negotiated because the Department of Recreation and Parks does not have sufficient funds to operate such a center.

When the Cultural Affairs Department was created, the Council instructed the General Manager "to continue to investigate, review and recommend further transfers or organizational changes as appropriate." In view of current budget constraints, we believe that the General Managers of the Cultural Affairs and Recreation and Parks Departments should develop a cooperative effort to provide the best cultural affairs program in the City. This effort should be directed towards the development and delivery of a full range of cultural programs without regard to whom is to receive credit.

To a great extent, the City of Los Angeles has been preempted by the County of Los Angeles in cultural facilities for programming some of the best "high arts" available. Some of these facilities include the Music Center Complex, the Museum of Art, the Museum of Natural History, and the Hollywood Bowl. However, community based arts operations can be improved, in both the County and the City, if closer cooperative arts programming were to take place.

Several County of Los Angeles personnel stated that coordination of community cultural arts operations is necessary to avoid competition for the same participants and costly duplication of public operations. A full variety of classes and programs can be provided without competing against each other.

Not only are some City and County operations overlapping, but excessive overlapping exists in cultural programs provided by the Los Angeles Schools, local colleges and universities, and private organizations. For example, ceramic classes in East Los Angeles are duplicated with similar type classes offered through the Los Angeles Schools Adult program, East Los Angeles Community programs and the California State

University at Los Angeles Outreach program. One County Park Director stated that many participants seemed to gravitate to the classes offered by the schools in a belief that the schools offer the best instruction. Also, the Director stated that East Los Angeles parents seemed to favor sending their children to certain City of Los Angeles cultural facilities because of the excellent dance program.

The County operates a very extensive Cultural Arts Center in Veterans Memorial Park in Sylmar. A three story building contains facilities for photography, print making, ceramics and sculpture, and gallery exhibits. Although the facility is in the County, its primary service area is the northern region of the City of Los Angeles and overlaps that service area provided by the City's McGroarty Arts Center. The County Director states that since their facility does not have a junior arts operations, cooperative programming with the City's Junior Arts Center would be welcomed. Also mentioned was the potential for joint arts programming in the County island area in West Los Angeles.

We envision that stronger efforts by the City's Cultural Affairs Department to improve its coordinating role with other cultural providers in the County will avoid competition for the same participants and prevent the duplication of services.

C124895358